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11 December 1952

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18 June 1947

MEMORANDUM FOR THE DIRECTOR

Subject: ORE Production Program for Quarter Beginning
1 July 1947

1. In compliance with the memorandum from the Deputy Director dated March 25, 1947, the Assistant Director, ORE has submitted to ICAPS the attached suggested program for ORE for the quarter commencing 1 July 1947.

2. By the same memorandum from the Deputy Director, ICAPS was instructed to submit to the Director its comments and suggested revision or additions to the proposed ORE program. These ICAPS proposals are incorporated in the attached memorandum from the Director to the Assistant Director, ORE.

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released to National Archives
under the HISTORICAL REVIEW PROGRAM.**

DONALD EDGAR
Chief, ICAPS

Date 10 JAN 91 HRP 89-2

Encl:

Memo from Dir.
to Ass't. Dir., ORE

**This document has been
approved for release through
the HISTORICAL REVIEW PROGRAM of
the Central Intelligence Agency.**

Date 10 JAN 91

HRP 89-2

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CIG-A 6.05

MEMORANDUM FOR THE ASS'T. DIRECTOR FOR REPORTS AND ESTIMATES

Subject: ORE Production Program for the Quarter Beginning
1 July 1947

1. Your proposed production program for the quarter beginning 1 July 1947, together with the suggestions from ICAPS, has been received and reviewed and is returned here with my approval for implementation.

2. In implementing this program, it is desired that attention be given to the following:

a. Add as paragraph 2a(4) "establish particularly for the benefit of OO and OSO and for the guidance of OCD an overall scheme of priorities for collection in support of the production of national intelligence; constantly evaluate and revise priority targets, and establish new priorities as the study of foreign capabilities indicates."

b. In addition to the emphasis on priorities proposed above, it is believed that foreign capabilities should be given prompt and continuous treatment. It is probable that this aspect can be incorporated into the situation reports covered by 3c(1) in an increasing degree as the issuance and revision of these reports becomes an integral part of the schedule. Prior to that time, urgently needed estimates of capabilities may be issued as special reports (3c(2)). Until fully equipped to do the work in ORE, inter-agency cooperative estimates must be relied upon.

c. The "estimate of the world-wide situation" proposed in your 3c(3) has great possibilities and if prepared properly should be of great service to high level policy officers. Because of this very importance, it is requested that the first estimate be discussed with me while still in its draft form.

d. It is unfortunate that the final approval by the NIA of the production plan (IAB No. 1) is being delayed, thus further postponing a serious attack by ORE on the overall problem of the compilation of basic intelligence. At the same time this delay is permitting ORE to learn through experience with the DEFENSE PROJECT. This experience should be carefully employed in making every preparation for the eventual assumption by ORE of the general responsibility.

You state that a specific goal for basic intelligence cannot be determined at this time. It is my concept that the only goal which can be established in the compilation of basic intelligence is the maximum inclusion of all available or accessible basic data. Reproduction and dissemination of the resulting NIS in whole

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or by sections should be made only when it is determined that the picture is complete, and not on a prearranged schedule. The only exceptions to this general rule should be when the publication of basic intelligence material is requested by date by one of the agencies in which cases the best material then available should be published and thereafter revised as rapidly as substantial quantities of further data become available. The continuing activities of collection and compilation should of course be guided by the priority schedules referred to in a above.

e. At this stage in the development of the groundwork of CIG intelligence, it is admittedly impossible to delay the production of situation reports pending the receipt of the desired full material to be listed in National Intelligence Requirements, although eventually this should come to pass. However, in the preparation of each situation report it should become evident to ORE as to what material is lacking and what the related National Intelligence Requirements should be. It is therefore desired that ORE attempt in so far as possible to gear this next quarter's production of situation reports with the preparation of related NIR so that further NIR may be issued to the field in addition to those proposed in the hope of insuring the receipt of the desired material in time for the subsequent revision of the situation reports. Because of the different groups working on the different areas this should not affect the preparation of NIR as proposed in paragraph 5 of your report.

f. Although it is realized that one of the premises on which the preparation of NIR was started was the establishment of priorities, it is not believed that this concept has been developed to its fullest potential, and ORE is urged to give the matter particular attention. A constant study of national intelligence and national policy should be carried on by experts in ORE for the purpose of establishing priorities, and these priorities should be made known to OCD in such manner that they can insure compliance therewith by both the CIG offices of OO and OSO and by the agencies. I also want ORE to bring to my attention any situations which indicate that there are serious and continuing deficiencies in collection facilities so that I may make personal formal or informal representations to the appropriate agency or agencies with a view to such redeployment of field collection personnel as may correct the deficiencies.

g. It is desired that an immediate effort be made to obtain the highly qualified military, naval and air personnel needed for the military group of your Functional Branch in order that the Special Reports proposed in paragraph 4c(2) may thereby reflect a properly balanced viewpoint, national in scope and bold in concept. In this connection care should be exercised not to

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undertake the preparation of reports which can be interpreted to constitute Departmental Staff Intelligence.

h. Although your present organization and the assignment of responsibility to its several component parts was intended to provide for future as well as past responsibilities, it is not only possible but probable that time has taught many lessons which could not have been foreseen. My personal desire for an emphasis on priorities and capabilities may also present problems. It is therefore desired that you review your organization and responsibility assignments with a view to recommending such adjustments as you may consider will result in the production of better national intelligence. One possibility is that your Intelligence Staff might be relieved of its current editorial duties in the field of current intelligence which has only transient importance and that their capabilities be directed to a fuller attack on a broader front.

3. When you get something tentative drawn up please bring it over for discussion. If you need the help of any of the Assistant Directors or their facilities, it is yours for the asking.

R. H. HILLENKOETTER
Rear Admiral, USN
Director

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Transcribed by [redacted] for abd
10 December 1952

*File ORE: Progr & Prod.
(Original of this in ICAPS: Progr & Prod for ORE)*

25 June 1947

MEMORANDUM FOR CAPTAIN WATTS

Subject: Quarterly Staff Inspection

1. You are hereby designated to carry out the quarterly staff inspection of the Office of Reports and Estimates.
2. This inspection should be conducted on a timetable which will insure the consolidated ICAPS report to the Director not later than July 10.
3. The form of your report should be in accordance with that established at the time of the last quarterly survey.
4. Arrangements for this survey will be made through the office of the Assistant Director, ORE.

DONALD EDGAR

CC: ORE

Transcribed for ABF EH

November 17, 1953

From P. Borel's File

ORE - Special Staff OFFICE OF REPORTS AND ESTIMATES

Papers -

Miscellaneous ORE Operating Procedure - Order No. 18

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3 August 1950

SUBJECT: Special Staff, Designation of Executive Secretary for -

- REFERENCE: (1) ORE Operating Procedure - Order No. 15,
Subject: Special Staff, of 3 July 1950
- (2) ORE Operating Procedure - Instruction No. 27,
Subject: Relations of the Special Staff with
ORE Components, of 12 July 1950

1. Mr. Paul A. Borel, D/G1, has been assigned to duty on the Special Staff (SS) of the AD/ORE with the designation of Executive Secretary, Special Staff, ORE.

2. The Executive Secretary, Special Staff, ORE, will receive and despatch communications pertinent to the implementation of Reference (2), and will act for the AD/ORE on administrative and intelligence matters incident to such operations.

3. The Executive Secretary, Special Staff, ORE, is located in Room 2241, Q Building, telephone extension 2765.

THEODORE BABBITT
Assistant Director
Reports and Estimates

21/11/53 - Temp. journal entry, info. off.

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